Measuring the Maturity of Your Safety Program & Culture

May 7, 2019
10:00 a.m. - 11:00 a.m.

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Introduction

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Session Road Map

1. Standards of Practice
2. What is Culture?
   A. What is Organizational Culture?
   B. What is Safety Culture?
3. Measuring the Maturity of Safety Culture
4. Culture Survey Results
   A. Strengths
   B. Opportunities
   C. Ways to improve and drive a safe work culture
Objectives/Takeaways

1. Define “safety culture”
2. Name the 10 elements of a safety management system
3. Assess your current safety culture
4. Set short- and long-term goals to enhance a positive safety culture
Safety Management Systems

~ Standards of Practice ~
Safety Management System
~ Typical Standards of Practice ~

1. Management Commitment and Leadership
2. Roles, Responsibilities, Accountabilities
3. Hazard Identification, Control, Mitigation
4. Employee Engagement, Motivation, Ownership
5. Training, Competence, Safety Staff Qualifications
6. H&S Communications
7. Performance Verification and Assurance
8. Continuous Improvement
9. Contractor Management
10. Administrative Programs

~ “Pillars of Success” ~
What is Safety Culture?
What is Organizational Culture?

- System of beliefs, practices, norms, values, perceptions, manners, language shared by a group of people
- A “way of working” that shapes behavior
What is Safety Culture?

- Shared belief system of work practices that integrate health, safety, security, and wellness into business operations at every level of the organization
- Process - not a fad or program
- Core corporate value (not just a priority)
- Expression of commitment to an organization’s EHS programs, policies
- Fabric of how people conduct work
What is Safety Culture?

- Perceived and executed as a personal value
- Determines how individuals in organization commit to:
  - Personal responsibility for safety
  - Peer accountability
  - Fostering trust in one another
  - Openly communicating safety concerns and successes
  - Adapting and modifying behaviors (work practices) based on lessons learned from failures, successes, and events
A Culture of Safety

Safety Culture - way of thinking, working, communicating, and improving

- Safety is central to how business is run
- Safety is managed (just like production and quality)
- It’s everyone’s responsibility
- Safety is recognized
- We all contribute effort to continually improve safety
- Management and employees follow-through
- Trust develops
Measuring Your Safety Culture

Where Are We Now?
We Can Measure Safety Culture!

Hudson maturity model, Austr.

Distinctive Choice, So. Africa

Safety Results, Canada

NSC 6 Phases of Safety Excellence

North Highland CSM Maturity Model

DuPont Bradley Curve
Measuring Your Safety Culture

DuPont™ Bradley Curve™
Measuring Your Safety Culture

CULTURE STRENGTH

Control of Risk

- Reactive
  - Beginning
  - Emerging
  - Resistance
  - Apathy

- Injury Rates

Dependence
- Improving
- Managing
- Involvement

Independence
- Succeeding
- Collaborating
- Commitment

Interdependence
- Leading/Exceeding
- Continuous Improvement
- Passion

Reactive to Proactive
We Can Measure Safety Culture
Warm Up:
Cultural Cues
Cultural Cues: Safety Manual, Written Programs

GENERAL SAFETY RULES AND ENFORCEMENT

OBJECTIVE
Safety rules and procedures are provided as guidelines for safe operations. All employees must follow these rules as a condition of employment.

SCOPE
This manual, and the information provided herein, applies to all employees, subcontractors and material suppliers.

PROCEDURE
Upon initial employment all employees are required to read the following “General Safety Rules” and review all the sections of this Safety Manual. Please sign and return the acknowledgement form (see Section U) after you have had a chance to review the safety rules and ask any questions. The safety manual will be periodically reviewed to ensure it is applicable and current.

ENFORCEMENT
All employees will be subject to disciplinary action for violations of safety rules. Such action may include any one or more of the following depending on the severity of the violation. Employees shall be afforded instructive counseling and/or training to assure a clear understanding of the infraction and the proper conduct under organizational guidelines. However, nothing in this policy or this safety program will preclude management from terminating an employee for a safety violation. This is not a progressive discipline system and any safety violation may lead to an employee’s termination without prior instruction or warning. Management reserves the right to impose whatever disciplinary action it deems appropriate.

- Verbal warning with documentation in personnel file.
- Written warning outlining nature of offense and necessary corrective action with documentation in personnel file.
- Termination.
Cultural Cues: Corporate Safety Management Policy

Policy No. 801
ENVIRONMENTAL HEALTH & SAFETY POLICY

Policy Effective Date: May 5, 1999
Version No.: 1.2
Version Effective Date: April 20, 2009

Purpose
PDC Energy has established an Environmental, Health, & Safety (EHS) Policy for the reduction and prevention of on-the-job accidents, illnesses, and the protection of the environment. This policy is to be used as the foundation for establishing PDC Energy’s Corporate EHS Manual, EHS Programs, and Safe Work Procedures.

Implementation
PDC Energy’s EHS Policy shall be implemented through a series of manuals and other documents listed below. The Managers of Safety & Environmental shall be responsible for the development, implementation, and maintenance of these manuals, throughout PDC Energy’s operations.

- PDC Energy Corporate EHS Manual (Corporate EHS Policies & Guidelines)

These manuals and documents provide information on EHS Policy, Programs, and Safe Work Procedures which employees and contractors must follow at PDC Energy workplaces. This information is intended to provide personnel with the proper information to meet all local, state, and federal guidelines for EHS. The EHS manuals listed above are available for employee review upon the request of each Area Production Manager. All PDC Energy employees holding EHS sensitive positions are required to possess a current copy of PDC Energy’s Employee Safe Work Procedures for reference.

EHS Policy
In conducting its business, PDC Energy includes EHS considerations as an integral part of its business planning, development, and decision-making. PDC Energy conducts all business activities in a manner that minimizes impacts on the environment and protects the health and safety of our employees, contractors, consumers, and the community. We know that good EHS performance is important to the success of our business and we make it the responsibility of every employee. All PDC Energy employees are responsible and accountable for the successful implementation of this policy.

It is PDC Energy’s policy to conduct its business in compliance with all EHS laws, regulations, and standards which regulate its operations. In order to promote the knowledge and understanding of these current laws, regulations, and standards PDC Energy provides leadership, training, and support resources to our employees. PDC Energy also communicates openly on EHS issues, and work with others within the oil & gas industry regarding these matters.

PDC Energy strives to continuously improve and enhance our EHS performance, through appropriate Policy, Programs, and Safe Work Procedures. PDC Energy is dedicated to the company mission statement:

PDC Energy is building a top quality independent oil and gas drilling, production, well services and marketing company by providing safe working conditions and using environmentally responsible operating practices.

PDC Energy is committed to our EHS policy and demonstrates that commitment by practicing the following objectives focused on our mission statement listed above:

- PDC Energy will provide employees with a safe and healthy work environment;
- PDC Energy will create an EHS awareness culture which stresses personnel accountability among employees, contractors and others engaged in work for PDC Energy in order to reduce accidents (work related injuries, property damage, and environmental damage) to a minimum;
- PDC Energy will develop, implement, and maintain effective EHS Policies, Programs, and Safe Work Procedures which comply with all state, federal, and local governmental agencies laws, regulations, and standards required throughout our oil & gas operations;
- PDC Energy will set and monitor EHS objectives to improve employee health and safety and reduce adverse environmental impacts;
- PDC Energy will strive to develop processes and products which minimize EHS impacts;
- PDC Energy will work in cooperation with government, community, industry groups, customers and suppliers engaged in EHS activities;
- PDC Energy will provide appropriate training for all personnel to ensure that PDC Energy’s EHS objectives are understood and achieved;
- PDC Energy will establish and maintain appropriate controls, including periodic review, to ensure the EHS Policy, Programs, and Safe Work Procedures are current and effective;
WORKSHOP: Where Are We Now?
Scoring Your Safety Culture

**Workshop Instructions:**

1. Review each key element - determine how well your company implements these elements.

2. Write your score on scale of 1-10 (10 is highest).

3. Write your rationale for your score on the Scorecard provided.

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<table>
<thead>
<tr>
<th>SAFETY CULTURE SCORECARD (p. 1)</th>
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<tbody>
<tr>
<td>1.0 Management Commitment &amp; Leadership</td>
</tr>
<tr>
<td>Commitment/vision statement</td>
</tr>
<tr>
<td>Planning, goals, objectives</td>
</tr>
<tr>
<td>Policies, programs, procedures</td>
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<td>Safety management system</td>
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<td>Performance reviews</td>
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<td>Performance reviews</td>
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</tbody>
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<tr>
<th>WHY THAT SCORE? Rationale, Strengths, Areas of Improvement, Ideas, “Ah Ha” Moments</th>
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<tbody>
<tr>
<td>MY ASSESSMENT SCORE (BELOW)</td>
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<tr>
<td>Scorecard provided.</td>
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<tr>
<td>Element #1</td>
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<tr>
<td><strong>Management Commitment and Leadership</strong></td>
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<td>Commitment/vision statement</td>
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<td>Element #2</td>
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<td>Roles, Responsibilities, Accountabilities</td>
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<td>Element #3</td>
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</table>
| Hazard Identification, Control, Mitigation | • Some written procedures  
• No formal hazard ID or evaluation process  
• Focus: get the work done  
• Unsafe conditions exist, are common  
• Legal compliance an after thought, avoidance  
• Lots of PPE to manage hazards  
“Be careful” and “That’s just common sense” are hopeful controls  
• No formal control process in place | • Policies and procedures are “off-the-shelf” or “cookie cutter”  
• Compliance-driven  
• Minimum legal compliance  
• Focus: work safely  
• Hazard ID and eval. are done through inspections  
• Training - main hazard control method  
• Serious items addressed as needed  
• PPE still a main control strategy  
“Be careful,” “Safety First,” and “Drive Safely” are hopeful motivators for hazard avoidance | • Easily meet OSHA compliance  
• Haz./risk assessment planned  
• Hazard control programs in place  
• Established methods to ID and eval. hazards  
• JSA/JHAs used  
• Pre-project hazard analysis  
• I.H. monitoring (exposure monitoring) done when needed  
• Hierarchy of controls considered  
• Controls are applied  
• On-the-spot correction  
• Driver and fleet safety program is written  
• Lone worker program in place | • Haz./risk assessment ongoing  
• Process to assure that new potential hazards/risks are identified and addressed in programs and procedures  
• Stated methods for hazard ID, eval., control  
• Go beyond compliance  
• Behavior-Based Safety (BBS)  
• Occ. Health Program (exposure monitoring) - scheduled monitoring  
• Security program  
• Hierarchy of controls used in a systematic fashion  
• Controls applied and evaluated for effectiveness  
• Driver and fleet safety programs include POV, leased vehicles  
• Wellness program |
<table>
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<tr>
<th>Element #4</th>
<th>REACTIVE Beginning/Emerging</th>
<th>DEPENDENCE Improving/Managing</th>
<th>INDEPENDENCE Succeeding/Collaborating</th>
<th>INTERDEPENDENCE Leading/Exceeding Cont. Improvement</th>
</tr>
</thead>
</table>
| **Employee Engagement, Motivation, Ownership** | • No ownership  
• Motivation is keeping job  
• Afraid to speak up  
• Fear of reprisal for noting safety hazards or improvements  
• No employee involvement in planning, inspections  
• Safety celebrations rare | • Involvement increasing  
• Safety committees evolve  
• Some might report unsafe conditions  
• Some take lead  
• Some unwilling participation  
• Some involvement if time allotted  
• Employees not always involved in inspections or training prep  
• Incentive programs are basic  
• Celebrations for goals met | • Empowerment given and sometimes used by employees  
• Stop Work Authority used occasionally  
• Unsafe conditions reported  
• Involved in inspections and training prep  
• Involvement rewarding and meaningful to individuals  
• Safety starts to become a personal value  
• Incentive programs meet OSHA LOI; strategized, meaningful  
• Celebrations and recognition of efforts are common | • Employees make decisions that affect their health, safety, wellness  
• Near misses willingly reported  
• Beyond “expectation of job description” – quality of working  
• Incentive programs not needed to “entice” workers  
• Empowerment is constructively used for continuous improvement  
• Involvement at all levels  
• Care for peers, BBS  
• Safety performance coaching  
• Participation = positive exp.  
• Participation is acknowledged/rewarded  
• Celebrations are common and creative; often developed by employees |
<table>
<thead>
<tr>
<th>Element #5</th>
<th>REACTIVE Beginning/Emerging</th>
<th>DEPENDENCE Improving/Managing</th>
<th>INDEPENDENCE Succeeding/Collaborating</th>
<th>INTERDEPENDENCE Leading/Exceeding Cont. Improvement</th>
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</thead>
<tbody>
<tr>
<td><strong>Training, Competency, EHS Staffing</strong></td>
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<tr>
<td>• Scheduled training</td>
<td>• Scheduled training</td>
<td>• Training based on risk assessments</td>
<td>• Learning Mgt. System (LMS)</td>
<td></td>
</tr>
<tr>
<td>• Training of all employees, FT/PT/temps</td>
<td>• Driven by compliance</td>
<td>• Matrix includes all levels of employees in organization</td>
<td>• Crews get 10/30 Hour Courses</td>
<td></td>
</tr>
<tr>
<td>• Orientation for new hires/transfers/return from leave</td>
<td>• Matrix established</td>
<td>• CBT supplements classroom training</td>
<td>• Multiple methods of training</td>
<td></td>
</tr>
<tr>
<td>• Supervisor leadership training</td>
<td>• Mostly classroom training</td>
<td>• Qualified trainers</td>
<td>• Actively use technology to train</td>
<td></td>
</tr>
<tr>
<td>• Contractor orientation</td>
<td>• Some canned programs</td>
<td>• Curriculums developed for compliance &amp; effectiveness</td>
<td>• Curriculums reviewed and up-to-date</td>
<td></td>
</tr>
<tr>
<td>• Documentation</td>
<td>• CBT an option</td>
<td>• Curriculums kept updated</td>
<td>• Senior levels attend required training</td>
<td></td>
</tr>
<tr>
<td>• Staffing for EHS dept.</td>
<td>• Competency testing not a priority</td>
<td>• Competency testing documented</td>
<td>• Supervisor leadership training in place</td>
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</tr>
<tr>
<td>• Competency of EHS staff</td>
<td>• Records kept but not important</td>
<td>• Driver safety training done</td>
<td>• Experiential training with “EQ”</td>
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<td></td>
<td>• No FT safety manager</td>
<td>• Safety manager has authority and is recognized as a resource</td>
<td>• Competency testing documented in LMS</td>
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<td>• Safety Manager may/may not have national certification</td>
<td>• Follow-up competency checks are done after training</td>
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<td></td>
<td></td>
<td>• Safety Manager gets training</td>
<td>• Driver ride-alongs documented</td>
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<td></td>
<td>• Safety Director has national certification, gets career training</td>
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</tbody>
</table>
## Cultural Cues: #6 H&S Communications

<table>
<thead>
<tr>
<th>Managing Risk</th>
<th>Reactive</th>
<th>Dependent</th>
<th>Independent</th>
<th>Interdependent</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Beginning/Emerging</td>
<td>Improving/Managing</td>
<td>Collaborating/Succeeding</td>
<td>Leading/Contin. Improvement</td>
</tr>
<tr>
<td></td>
<td>“A bunch of cowboys out there”</td>
<td>Slogans: Safety First, Zero Injuries</td>
<td>Safety is a priority</td>
<td>Safety is a core value</td>
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<tr>
<td></td>
<td>Why fix what’s not broken</td>
<td>We don’t do things that are very hazardous</td>
<td>Written Safety Manual</td>
<td>World Class Safety</td>
</tr>
<tr>
<td></td>
<td>Just git ‘er done</td>
<td>Safety is overboard here</td>
<td>Safety Committee is real</td>
<td>Safety Excellence</td>
</tr>
<tr>
<td></td>
<td>Laughing at others in PPE</td>
<td>We’ve always done it this way</td>
<td>Toolbox talks</td>
<td>Systems thinking</td>
</tr>
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<td></td>
<td>Hector the Inspector</td>
<td>H&amp;S Coord. - Safety Cop</td>
<td>JSAs</td>
<td>H&amp;S Mgr. is internal consultant</td>
</tr>
<tr>
<td></td>
<td>“Safety Shmafety”</td>
<td>Here comes the safety guy - quick put your glasses on</td>
<td>Behavior modification (BBS)</td>
<td>Safety Moments by senior mgt.</td>
</tr>
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<td></td>
<td>Dangerous work envir.</td>
<td>Committee – waste of time</td>
<td>Shortcuts=near misses</td>
<td>Open door policy</td>
</tr>
<tr>
<td></td>
<td>“Common sense”</td>
<td></td>
<td>Supervisors get 10/30 Hour Courses</td>
<td>Pre-job analyses, Work Permits</td>
</tr>
<tr>
<td></td>
<td>Heroic efforts</td>
<td></td>
<td>Health &amp; Safety Manager</td>
<td>Participation unsolicited</td>
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<td></td>
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<td></td>
<td>Incid. Investig. &amp; CA a standard process</td>
<td>Tablets/devices used by crews</td>
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<td></td>
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<td></td>
<td>Deficiencies = “opportunities for improvement”</td>
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<td>Competitive advantage</td>
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<td>Joint/team efforts with contractors</td>
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<td>Human performance</td>
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<td>Work Well Manager</td>
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<td>Element</td>
<td>REACTIVE Beginning/Emerging</td>
<td>DEPENDENCE Improving/Managing</td>
<td>INDEPENDENCE Succeeding/Collaborating</td>
<td>INTERDEPENDENCE Leading/Exceeding Cont. Improvement</td>
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<tr>
<td>#6 H&amp;S Communications</td>
<td>No structured safety communication plan</td>
<td>Communication process is informal, might be in writing</td>
<td>Formal communication channels; written communication plan</td>
<td>Deliberate strategy to brand and communicate safe work culture</td>
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<td></td>
<td>Posters, signs</td>
<td>New employee orientation in place</td>
<td>Daily safety talks, tailgate talks required</td>
<td>Open door policy</td>
</tr>
<tr>
<td></td>
<td>Verbal, hearsay</td>
<td>Verbal communication</td>
<td>Multiple ways that employees can report and communicate (e.g., intranet, social media, email)</td>
<td>“Safety Moments”</td>
</tr>
<tr>
<td></td>
<td>Informal safety messaging</td>
<td>Incidents usually reported</td>
<td>Employees understand importance of reporting</td>
<td>Sharing incident investigation results</td>
</tr>
<tr>
<td></td>
<td>Trust is low</td>
<td>Safety meetings usually optional but encouraged</td>
<td>Active, willing participation</td>
<td>Multiple methods of employee communication, cross directional (e.g., intranet, social media, postings, newsletters, email)</td>
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<tr>
<td></td>
<td>Poor reporting of incidents</td>
<td>Staff meetings with safety mention (&quot;Any questions?&quot;)</td>
<td>Supervisors trained to encourage communication</td>
<td>Sharing between facilities</td>
</tr>
<tr>
<td></td>
<td>Verbal cues: “Who cares” “We go Overboard”</td>
<td>Stop Work Authority and Near Miss Reporting Program used with hesitation</td>
<td>Acknowledge others working safely</td>
<td>Employees report hazards, incidents, near misses</td>
</tr>
<tr>
<td></td>
<td>No Stop Work Authority or Near Miss Reporting policy</td>
<td>Maybe a newsletter</td>
<td>Stop Work and Near Miss Reporting Programs used without fear of reprisal</td>
<td>No fear of reprisal for reporting</td>
</tr>
<tr>
<td></td>
<td>Fear of reprisal for communicating safety concerns</td>
<td>Facilities/departments not sharing info</td>
<td>Facilities/depts. might share info</td>
<td>Acknowledge others working safely</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anonymous suggestion box</td>
<td>Safety Program progress shared with employees</td>
<td>Near Miss Reporting Program taken seriously; targeted outcomes</td>
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<td>Regulatory agency notifications</td>
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<td>Systematic safety updates communicated to all employees</td>
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<td>Near miss reports</td>
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<td></td>
<td>Incident/event reporting</td>
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<td>Element #7</td>
<td>REACTIVE Beginning/Emerging</td>
<td>DEPENDENCE Improving/Managing</td>
<td>INDEPENDENCE Succeeding/Collaborating</td>
<td>INTERDEPENDENCE Leading/Exceeding Cont. Improvement</td>
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<tr>
<td>Performance Verification and Assurance</td>
<td>Workplace inspections informal, rare</td>
<td>OSHA compliance drives inspections</td>
<td>OSHA compliance is basic (&quot;easy&quot;)</td>
<td>Beyond OSHA compliance</td>
</tr>
<tr>
<td>- Self-inspections</td>
<td>- Inspections by insurance broker are the main compliance effort</td>
<td>- Checklists and forms used</td>
<td>- Self-auditing regularly</td>
<td>- Safety integrated into operations (comes naturally)</td>
</tr>
<tr>
<td>- Work area inspections</td>
<td>- Blame and discipline assigned for issues</td>
<td>- Inspections not always thorough</td>
<td>- Equipment inspections are done on a scheduled basis</td>
<td>- Third-party audits standard</td>
</tr>
<tr>
<td>- Equipment inspections</td>
<td>- Take shortcuts</td>
<td>- Supplement with insurance inspections</td>
<td>- Safety interventions</td>
<td>- Budget with continuous improvement approach</td>
</tr>
<tr>
<td>- Scheduled compliance &amp; systems audits</td>
<td>- Fixes made as needed</td>
<td>- Equipment inspections done – usually driven by a local leader</td>
<td>- BMPs part of audits</td>
<td>- Serious incidents investigated</td>
</tr>
<tr>
<td>- Corporate/insurance audits</td>
<td></td>
<td>- Low cost and “easy” CAs addressed</td>
<td>- Occasional third-party audits conducted</td>
<td>- CA tracking meticulous with account. Reminders</td>
</tr>
<tr>
<td>- Third-party audits</td>
<td></td>
<td>- Follow up usually consists of quick fixes</td>
<td>- Incident investigation is a recognized process</td>
<td>- Software for incident reporting and analysis</td>
</tr>
<tr>
<td>- Incident investigation</td>
<td></td>
<td>- High-cost fixes wait</td>
<td>- Low and high cost CAs addressed</td>
<td>- On the spot coaching</td>
</tr>
<tr>
<td>- Action tracking and completion</td>
<td></td>
<td></td>
<td>- CAs with accountability and assigned time frames</td>
<td>- Cas/fixes planned &amp; budgeted</td>
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<td></td>
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<td>- Fixes tied to work order system</td>
<td>- Fixes tied to work order system</td>
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<td></td>
<td>- High cost fixes are planned</td>
<td>- CAs with accountability are tracked to closure</td>
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<td></td>
<td></td>
<td>- Cost allocation, charge-backs</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>- World class performance</td>
</tr>
<tr>
<td>Element #8</td>
<td>REACTIVE Beginning/Emerging</td>
<td>DEPENDENCE Improving/Managing</td>
<td>INDEPENDENCE Succeeding/Collaborating</td>
<td>INTERDEPENDENCE Leading/Exceeding Cont. Improvement</td>
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</tr>
</tbody>
</table>
| Continuous Improvement | • Make more money  
• Goal of zero injuries  
• Insurance company drives continuous improvement thinking  
• Not familiar with VPP  
• Incident investigation not in place: “Who did it?”  
• Hazards fixed on the spot – not documented | • Some goals set  
• Zero injury campaigns  
• Lots of spreadsheets  
• Thinking about VPP or ANSI Z10  
• Incident investigation as time permits  
• Hazards and risks usu. addressed; not always documented  
• Little upstream design or planning | • Goals set using data  
• Use some aspects of safety mgt. systems (ANSI Z10, ISO 45001)  
• Assessments used for qualitative purposes  
• Trending data used to develop programs  
• Metrics used to prevent injuries  
• Incident investigation & CA procedures written & used  
• Identified gaps are followed up and documented  
• Incident investigation software used  
• Upstream design & planning to reduce hazards | • Regulatory and corporate compliance systematically checked for up-to-date  
• Key Performance Indicators (KPIs) used  
• Policy for management system performance & review  
• Safety goals reviewed/revised regularly; used in business plans  
• Using recognized mgt. system (e.g., ANSI Z10, ISO 45001, hybrid)  
• Manage H&S with software  
• Use leading & lagging metrics to guide continuous improvement efforts and decision-making  
• Incident investigation taken seriously, reports read, leaders seek stats to ensure follow up  
• System to support supervisors experiencing increased incidents |

- Regulatory and corporate compliance
- Annual review of hazard control programs (LOTO, PPE, HazCom)
- Legal requirements documented – internal and external
- Incident investigation
- Metrics: proactive and reactive
- Metrics: used for trend analysis
<table>
<thead>
<tr>
<th>Element #9 Contractor Management</th>
<th>REACTIVE Beginning/Emerging</th>
<th>DEPENDENCE Improving/Managing</th>
<th>INDEPENDENCE Succeeding/Collaborating</th>
<th>INTERDEPENDENCE Leading/Exceeding Cont. Improvement</th>
</tr>
</thead>
</table>
| **Contractor Management** | • No contractor safety program - written or verbal  
• Low bidder  
• When on site they are on their own  
• Take shortcuts  
• No concern about OSHA coming on site  
• No knowledge of OSHA Multi-Employer Worksite Policy | • Informal program, at best (might be written)  
• Selection and prequal. data used (OSHA citations, DART, EMR)  
• Driven by legal contracts  
• Minimal safety stipulations in contracts  
• Little coordination between host & contractors  
• Rumors about OSHA coming on site  
• Independent toolbox talks  
• Minimal recordkeeping  
• Understanding of OSHA Multi-Employer Worksite Policy  
• Hazards/risks addressed within crews occasionally | • Contractor Safety Program is written  
• Selection criteria used  
• Prequal Checklist  
• Designated contract manager  
• Joint toolbox talks occasionally  
• Contracts include safety criteria  
• Mutual understanding of OSHA’s Multi-Employer Worksite Policy  
• Stop Work Authority used  
• Correction of hazards/risk occurs by most crews  
• Scheduled meetings with labor reps., contractors | • Contractor Safety Program is written  
• Formal selection process and criteria (e.g., BROWZ, ISNET, OSHA)  
• Contracts include safety criteria  
• Contractor management program actively carried out  
• Team approach on site  
• Joint toolbox talks standard  
• Joint problem solving & hazard/risk solutions  
• Mutual efforts and understanding for cont. improvement  
• Performance reviews done of each contractor  
• Scoring mechanism in place for project performance  
• Contract renewal based on these performance |
## #10 Administrative Programs

<table>
<thead>
<tr>
<th>Element #10</th>
<th>REACTIVE Beginning/Emerging</th>
<th>DEPENDENCE Improving/Managing</th>
<th>INDEPENDENCE Succeeding/Collaborating</th>
<th>INTERDEPENDENCE Leading/Exceeding Cont. Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recordkeeping</td>
<td>W. C. in place</td>
<td>Records kept for OSHA compliance</td>
<td>Diligent H&amp;S recordkeeping</td>
<td>Electronic platform for docs &amp; recordkeeping</td>
</tr>
<tr>
<td>Document control</td>
<td>Some records kept but not enough</td>
<td>Might have hiring policy</td>
<td>Pre-employment checklist</td>
<td>Job descriptions list physical demands</td>
</tr>
<tr>
<td>RTW/light duty</td>
<td>D&amp;A program usually in place</td>
<td>Pre-employment checklist maybe</td>
<td>Background checks done</td>
<td>Substance abuse assistance</td>
</tr>
<tr>
<td>D&amp;A testing</td>
<td>No cell phone policy for vehicles</td>
<td>D&amp;A program in place</td>
<td>Pre-employment physicals</td>
<td>Hands-free cell phone policy in place and monitored</td>
</tr>
<tr>
<td>Medical program: pre-hire, first aid, emergency care</td>
<td>Fear of OSHA inspections</td>
<td>Cell phone use in vehicles discouraged verbally</td>
<td>D&amp;A program with randoms</td>
<td>MOC used systematically</td>
</tr>
<tr>
<td>Worker Comp.</td>
<td>Little documentation of safety activities/efforts</td>
<td>MOC not used</td>
<td>Doc. management &amp; archive</td>
<td>Not afraid of OSHA inspections; may be partnering with OSHA</td>
</tr>
<tr>
<td>Agency inspection procedures</td>
<td>MOC never heard of</td>
<td>Understanding of OSHA inspection process</td>
<td>Cell phone restrictions for vehicles – in writing</td>
<td>Safety activities well documented; use software systems and devices in field</td>
</tr>
<tr>
<td>Emergency preparedness</td>
<td>Facility emergency preparedness considered</td>
<td>Documentation of safety activities driven by OSHA requirements</td>
<td>MOC used</td>
<td>Crisis management/active aggressor plans</td>
</tr>
<tr>
<td>Drills</td>
<td>Drills not executed</td>
<td>Basic emergency preparedness for facilities and crews</td>
<td>Ready for OSHA inspections; see it as opportunity for improvement; written protocol</td>
<td>Field and facility drills documented</td>
</tr>
<tr>
<td>MOC</td>
<td></td>
<td></td>
<td>Safety activities well documented</td>
<td>Drill accountability; makeup</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Emergency plans written, communicated, facility drills done</td>
<td>Wellness program in place</td>
</tr>
</tbody>
</table>

*Note: OSHA = Occupational Safety and Health Administration*
WORKSHOP RESULTS

Where Are We Now?

Where Do We Go?

MISSION
We efficiently and safely produce energy, while respecting the environment, in order to power and better people’s lives.

VISION
We are a responsible and respected provider of energy for today’s needs and tomorrow’s world.

VALUES
Integrity
Performance
Driven
Teamwork
Stakeholder
Focus
Respect

STRATEGIC PRIORITIES

STRATEGIC B

- A best-in-class E&P organization
- Filling all positions with the right people
- Established economic and accountability structures
- Mean firm-wide scale acquisition overseas or Colorado
- Virtuous traits that focus exploration
- Inventory building projects on existing technologies
- Defined and communicated metric targets
- State-of-the-art production, measurement and accounting tools
- Effective planning and group accountability for execution
- Continuous improvement of growth impacts for sustainability
- Relationship and proactive management of stakeholders
- Continuous improvement of workflow technologies
- Adoption of a “fast follower” approach
- Valuing and inspiring leading innovation
- Building critical expertise and developing our future leaders
- Implementing our vision through downhill deviation
- Enabling our culture while preserving our values
- Investments to enable organizational scalability
WORKSHOP FEEDBACK: Where are We Now?

SURVEY SAYS……..

- Strengths?
- Opportunities for improvement?
Where Do We Go From Here?

Takeaways to Advance Your Site-Specific Safety Culture

- What strengths can you leverage?
- Opportunities – low hanging fruit?
  - Priority areas?
  - Actions to support your areas?
- What does “positive culture” look like?
Measuring the Maturity of Your Safety Program & Culture

Review/Summary

1. Define “safety culture”?
2. Name the 10 elements of a safety management system?
3. Assess your current safety culture?
4. Set short- and long-term goals to enhance a positive safety culture?
THANK YOU!

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